

Approved For Release 2009/03/16 : CIA-RDP86M00886R002100150043-9

Page Denied

84-1635

12 April 1984

MEMORANDUM FOR: Deputy Director of Central Intelligence

VIA: Director of Personnel

FROM:
Director of Equal Employment Opportunity

SUBJECT: Agency Women and Minorities

STAT

1. This is to express my appreciation for the concern and interest you demonstrated during our 16 February meeting. I am grateful for your immediate and positive action in support of the ideal that the Office of Equal Employment Opportunity is intended to be an asset to the entire Agency.

2. I also would like to mention the timeliness and relevance of your comments in the auditorium during the Agency's observance of Women's History Week. As you stated, we must find ways to advance the careers of women at all grade levels, most notably at the senior level. I am enclosing for your information a copy of the projects my Federal Women's Program Manager and her Advisory Council will be addressing during this calendar year.

3. In addition, I would like you to endorse a course of action that will address the concerns of all of our minority employees while not interrupting the contributions being made by our majority employees. After considerable thought, I am convinced the most appropriate and effective course of action would be a strong Affirmative Action Plan. I strongly encourage you to designate my Office as the focal point for designing a comprehensive, long-range plan of action that will bring about meaningful change in the recruitment and career advancement of women and minorities.

4. In the past, Agency Affirmative Action Plans have been void of the statistical input and managerial commitment necessary to be successful. With the impetus your support would give, we could implement an Affirmative Action Plan second to none and achieve the kind of success we can all be proud of.

STAT

DCI
EXEC
REG
P-100

Page Denied

Next 3 Page(s) In Document Denied

Executive Registry
84 - 116de/3

ROUTING AND RECORD SHEET

STAT

SUBJECT: (Optional)

Career Opportunities for Agency Women

FROM:

FWPM/OEEEO
626 CoC

EXTENSION

NO.

DATE

10 April 1984

STAT

STAT

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1. Executive Director
7E12 Hqs.

Attached for your information is an excerpt from a text book, Personnel Management, by Rowland/Ferris (1982) which might be of interest to your Committee to study career opportunities for Agency women.



STAT

2.

3.

4.

5.

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.



0-100

Source: "Personnel Management"
by Rowland/Ferris (1982)

The AT&T Management Assessment Program. In January 1973, AT&T and agencies of the U.S. government entered into a consent agreement, one portion of which dealt with a class of college graduate women employees hired into exempt positions between July 1965 and December 1971. Under the terms of the agreement, these women were to be given the opportunity to attend an assessment center and those identified as having middle-management potential were to be developed for these positions. The strategy was thus clearly the identification variety. Feedback was to be given to the individual participant in all cases, but a written report was sent to management only in those cases in which the woman was identified as having middle-management potential.

Individual career plans were to be developed for all women identified as having middle-management potential. These career plans were drawn up by a team consisting of the identified woman, her boss, and a career planning coordinator. Development plans were to include specification of a target position or positions, intermediate assignments that might lead to this position, training needed, and some estimate of time frames. To assure that the career plans would not be lost over time, as the women and their bosses changed assignments, the coordinator was to monitor development plans and report progress on a regular basis. Also, this program was coordinated with internal corporate affirmative action efforts.

Over 700 women were identified as having middle-management potential as a result of this program and their progress was tracked and evaluated over the six years covered by the consent decree. One basis of evaluation was the comparison of their utilization at middle management with that of male college graduates hired into a "fast-track program" during the same period.

In January 1979, 37 percent of the identified women who were still with the company had reached middle management as compared to 41 percent of the males in the equivalent group, a utilization ratio of 90 percent when the women and men were compared. This clearly meets government guidelines concerning utilization and exceeds the "80 percent rule." The program demonstrates that an identification-type development program based on assessment center results can yield measurable outcomes when administrative and control procedures are instituted and results are systematically monitored.

Central Intelligence Agency
Washington, D.C. 20505

EXECUTIVE REGISTRY
84 - 1564

ER



3 April 1984

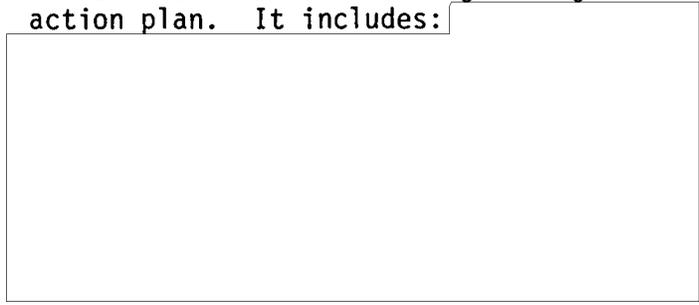
Executive Director

STAT

NOTE FOR: DDCI

SUBJECT: CIA Women

- Attached package, for your information if you wish to scan it, contains the responses from the DDs and Independent Office/Staff Chiefs to my 15 March memo on top of the package.
- There is, not surprisingly, a fair amount of overlap with the items sent to you yesterday by the members of the Professional Women's Managerial Environment class.
- I launched today a task force to produce a short term as well as longer range action plan. It includes:



STAT



P-100

ADMINISTRATIVE INTERNAL USE ONLY WWT

15 March 1984

MEMORANDUM FOR: DDA
DDI
DDO
DDS&T

SUBJECT: Career Opportunity

1. The DDCI, in memoranda to me dated 15 December 1983 and 12 March 1984; and in his address to Agency female employees in the auditorium last week, deplored the small percentage of women in senior, specifically supergrade, positions. He has asked that I submit a plan to him by 1 April for redressing the imbalance.
2. Neither he nor I intend any change in qualitative criteria for promotion to supergrade, nor do we seek a solution through quotas. I have no omniscience to apply to this issue. I do have the responses to a request I made to you a short time ago, reflecting current statistics and, to some degree, recent steps taken to address the problem.
3. There has, in my judgment, been some progress. But there are other steps that can be taken. I would like each of you to pick the brains of your folks to identify both immediate and longer range actions that could be taken. We've spoken of the assignment-process as the major opportunity for demonstrating ability; nominations for quota course training, rotation to other agencies or directorates, appointment to career development panels or career development officer positions (including career panel executive secretariat), as well as to substantive or managerial task forces are some options.
4. Please give me your thoughts by Wednesday, 28 March.


Executive Director

STAT

ADMINISTRATIVE INTERNAL USE ONLY

Page Denied

Next 24 Page(s) In Document Denied

Executive Registry
84 - 1166

12 March 1984

MEMORANDUM FOR: Executive Director
FROM: Deputy Director of Central Intelligence
SUBJECT: CIA Women
REFERENCE: My Memorandum, Same Subject, dated 15 December 1983

1. In referenced memorandum I expressed concern over the lack of promotion of women into the higher grades and in that memo sought your collaboration with the Deputies for an immediate solution. 25X1

2. I have heard some references made to "the feeder group" which would come along to rectify the appalling fact that out of [] super-grades we only have [] women. I asked each Directorate for its Category 1 list, i.e., those within the zone for promotion and find the following statistics which offer no hope to alleviate what I find now to be an egregious and totally unacceptable situation: 25X1

urgency criteria!
John

| | GS-14 | | GS-15 | | 25X1 |
|-------|-------|-------|-------|-------|------|
| | Women | Total | Women | Total | |
| DDO | | | | | |
| DDS&T | | | | | |
| DDA | | | | | |
| DDI | | | | | |
| E | | | | | |

3. I would like you to consult with the Deputies and D/Personnel and forward to me a plan by 1 April of options the Director and I may undertake to correct this woeful imbalance which seems to have been perpetuated in the Agency year after year without redress. 25X1

[Redacted Signature]

John N. McMahon

cc DDA
DDO
DDI
DDS&T
D/Personnel



Page Denied

Next 27 Page(s) In Document Denied

ADMINISTRATIVE INTERNAL USE ONLY

Executive Registry
84 - 1166/1

15 March 1984

MEMORANDUM FOR: DDA
DDI
DDO
DDS&T

SUBJECT: Career Opportunity

1. The DDCI, in memoranda to me dated 15 December 1983 and 12 March 1984; and in his address to Agency female employees in the auditorium last week, deplored the small percentage of women in senior, specifically supergrade, positions. He has asked that I submit a plan to him by 1 April for redressing the imbalance.

2. Neither he nor I intend any change in qualitative criteria for promotion to supergrade, nor do we seek a solution through quotas. I have no omniscience to apply to this issue. I do have the responses to a request I made to you a short time ago, reflecting current statistics and, to some degree, recent steps taken to address the problem.

3. There has, in my judgment, been some progress. But there are other steps that can be taken. I would like each of you to pick the brains of your folks to identify both immediate and longer range actions that could be taken. We've spoken of the assignment process as the major opportunity for demonstrating ability; nominations for quota course training, rotation to other agencies or directorates, appointment to career development panels or career development officer positions (including career panel executive secretariat), as well as to substantive or managerial task forces are some options.

4. Please give me your thoughts by ~~Friday, 23 March 84~~

[Redacted Signature]

Executive Director

STAT



ADMINISTRATIVE INTERNAL USE ONLY

Page Denied

Next 16 Page(s) In Document Denied

STAT

| |
|--------------------|
| Executive Registry |
| 84- 1199 |

AH. ER 84-1166+11+2
 ER 84-1119
 ER 83-6053

15 March 1984

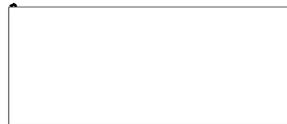
NOTE FOR: Executive Director
 Deputy Director for Administration

FROM: Executive Assistant to the DDCI

FYI. Today the DDCI tasked Bob Magee to give some thought to the following:

- Get women on various promotion panels to create an awareness/visibility of women.
- What we are doing in the realm of overseas assignments for spouses in two career tracks.
- Developing a cadre of positions for people who want to work part-time.

STAT



Distribution

- Orig - EXDIR
 1 - DDA
 2 - O/DDCI
 1 - ER File



P-100

ER

ADMINISTRATIVE INTERNAL USE ONLY

15 March 1984

Executive Registry
84-116612

AH. ER 84-1119
ER 83-6053

MEMORANDUM FOR: Members, E Career Service Board UNCODED
Chief, Planning Staff
Executive Secretary, O/DCI
Administrative Officer, O/DCI

SUBJECT: Career Opportunity

1. The DDCI, in memoranda to me dated 15 December 1983 and 12 March 1984, and in his address to Agency female employees in the auditorium last week, deplored the small percentage of women in senior, specifically supergrade, positions. He has asked that I submit a plan to him by 1 April for redressing the imbalance.

2. Neither he nor I intend any change in qualitative criteria for promotion to supergrade, nor do we seek a solution through quotas. I have no omniscience to apply to this issue. I do have the responses to a request I made to the Deputies a short time ago, reflecting current statistics and, to some degree, recent steps taken to address the problem.

3. There has, in my judgment, been some progress. But there are other steps that can be taken. I would like each of you to pick the brains of your folks to identify both immediate and longer range actions that could be taken. We've spoken of the assignment process as the major opportunity for demonstrating ability; nominations for quota course training, rotation to other agencies or directorates, appointment to career development panels or career development officer positions (including career panel executive secretariat), as well as to substantive or managerial task forces are some options.

4. Please give me your thoughts by Wednesday, 28 March.

[Redacted Signature]

Executive Director

STAT

Distribution:

- 1 ea - IG
 - GC
 - Compt
 - C/Nic
 - D/OLL
 - D/PAO
 - ER
- C/PS
 - ExSec
 - AO/DCI

2 - O/ExDir

ADMINISTRATIVE INTERNAL USE ONLY

DCI
EXEC
REG

ADMINISTRATIVE INTERNAL USE ONLY

ER

15 March 1984

Executive Registry
84-1166/1

MEMORANDUM FOR: DDA
DDI
DDO
DDS&T

SUBJECT: Career Opportunity

1. The DDCI, in memoranda to me dated 15 December 1983 and 12 March 1984; and in his address to Agency female employees in the auditorium last week, deplored the small percentage of women in senior, specifically supergrade, positions. He has asked that I submit a plan to him by 1 April for redressing the imbalance.

2. Neither he nor I intend any change in qualitative criteria for promotion to supergrade, nor do we seek a solution through quotas. I have no omniscience to apply to this issue. I do have the responses to a request I made to you a short time ago, reflecting current statistics and, to some degree, recent steps taken to address the problem.

3. There has, in my judgment, been some progress. But there are other steps that can be taken. I would like each of you to pick the brains of your folks to identify both immediate and longer range actions that could be taken. We've spoken of the assignment process as the major opportunity for demonstrating ability; nominations for quota course training, rotation to other agencies or directorates, appointment to career development panels or career development officer positions (including career panel executive secretariat), as well as to substantive or managerial task forces are some options.

4. Please give me your thoughts by Wednesday, 28 March.

[Redacted Signature]

Executive Director

STAT

Distribution:
1 ea - DDA
DDI
DDO
DDS&T

ER

2-0/ExDir

DCI

ADMINISTRATIVE INTERNAL USE ONLY

P-100

EXECUTIVE SECRETARIAT
ROUTING SLIP

TO:

| | | ACTION | INFO | DATE | INITIAL |
|----|-----------|----------|-------------------------|------|---------|
| 1 | DCI | | | | |
| 2 | DDCI | | ✓ (2 cys) | | |
| 3 | EXDIR | ✓ | | | |
| 4 | D/ICS | | | | |
| 5 | DDI | | ✓ | | |
| 6 | DDA | | ✓ | | |
| 7 | DDO | | ✓ | | |
| 8 | DDS&T | | ✓ | | |
| 9 | Chm/NIC | | | | |
| 10 | GC | | | | |
| 11 | IG | | | | |
| 12 | Compt | | | | |
| 13 | D/EEO | | | | |
| 14 | D/Pers | | ✓ | | |
| 15 | D/OLL | | | | |
| 16 | C/PAO | | | | |
| 17 | SA/IA | | | | |
| 18 | AO/DCI | | | | |
| 19 | C/IPD/OIS | | | | |
| 20 | | | | | |
| 21 | | | | | |
| 22 | | | | | |
| | | SUSPENSE | <i>30 March</i> Date | | |

Remarks STAT

Executive Secretary
3/12/84
 Date

3637 (10-81)

Executive Registry
84 - 1166

Att. ER 84-1119
ER 83-6053

12 March 1984

MEMORANDUM FOR: Executive Director
FROM: Deputy Director of Central Intelligence
SUBJECT: CIA Women
REFERENCE: My Memorandum, Same Subject, dated
15 December 1983

1. In referenced memorandum I expressed concern over the lack of promotion of women into the higher grades and in that memo sought your collaboration with the Deputies for an immediate solution.

STAT

2. I have heard some references made to "the feeder group" which would come along to rectify the appalling fact that out of [] super-grades we only have [] women. I asked each Directorate for its Category 1 list, i.e., those within the zone for promotion and find the following statistics which offer no hope to alleviate what I find now to be an egregious and totally unacceptable situation:

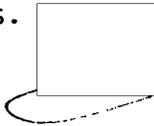
STAT

| | GS-14 | | GS-15 | |
|-------|-------|-------|-------|-------|
| | Women | Total | Women | Total |
| DDO | | | | |
| DDS&T | | | | |
| DDA | | | | |
| DDI | | | | |
| E | | | | |

STAT

3. I would like you to consult with the Deputies and D/Personnel and forward to me a plan by 1 April of options the Director and I may undertake to correct this woeful imbalance which seems to have been perpetuated in the Agency year after year without redress.

STAT

 John N. McMahon

cc DDA DDS&T
DDO D/Personnel
DDI

P-100 

Executive Registry
84 - 1166

12 March 1984

MEMORANDUM FOR: Executive Director
FROM: Deputy Director of Central Intelligence
SUBJECT: CIA Women
REFERENCE: My Memorandum, Same Subject, dated 15 December 1983

1. In referenced memorandum I expressed concern over the lack of promotion of women into the higher grades and in that memo sought your collaboration with the Deputies for an immediate solution.

STAT

2. I have heard some references made to "the feeder group" which would come along to rectify the appalling fact that out of [] super-grades we only have [] women. I asked each Directorate for its Category 1 list, i.e., those within the zone for promotion and find the following statistics which offer no hope to alleviate what I find now to be an egregious and totally unacceptable situation:

STAT

*Wright
Criteria!
John*

| | GS-14 | | GS-15 | |
|-------|--------------|--------------|--------------|--------------|
| | <u>Women</u> | <u>Total</u> | <u>Women</u> | <u>Total</u> |
| DDO | | | | |
| DDS&T | | | | |
| DDA | | | | |
| DDI | | | | |
| E | | | | |

STAT

3. I would like you to consult with the Deputies and D/Personnel and forward to me a plan by 1 April of options the Director and I may undertake to correct this woeful imbalance which seems to have been perpetuated in the Agency year after year without redress.

STAT

[Redacted Signature Box]
John N. McMahon

cc DDA
DDO
DDI
DDS&T
D/Personnel



Executive Registry
84-1119

The Deputy Director of Central Intelligence

Washington, D.C. 20505

7 March

Ex DIR

STAT



Tomorrow

I address "our"
women in the
bubble - Any
action on my
15 Dec memo?

STAT



DCI
EXEC
REG

P-100

EXECUTIVE SECRETARIAT
ROUTING SLIP

TO:

| | | ACTION | INFO | DATE | INITIAL |
|----|-----------|--------|-----------|---------|---------|
| 1 | DCI | | | | |
| 2 | DDCI | | ✓ (2 cys) | | |
| 3 | EXDIR | ✓ | | | |
| 4 | D/ICS | | | | |
| 5 | DDI | | | | |
| 6 | DDA | | | | |
| 7 | DDO | | | | |
| 8 | DDS&T | | 1 | 3/14/84 | |
| 9 | Chm/NIC | | | | |
| 10 | GC | | | | |
| 11 | IG | | | | |
| 12 | Compt | | | | |
| 13 | D/EEO | | | | |
| 14 | D/Pers | | | | |
| 15 | D/OLL | | | | |
| 16 | C/PAO | | | | |
| 17 | SA/IA | | | | |
| 18 | AO/DCI | | | | |
| 19 | C/IPD/OIS | | | | |
| 20 | | | | | |
| 21 | | | | | |
| 22 | | | | | |

SUSPENSE _____
Date _____

Remarks: STAT

Executive Secretary

12/16/83

Date

Executive Registry
83- 6053

15 December 1983

MEMORANDUM FOR: Executive Director

FROM: Deputy Director of Central Intelligence

25X1

SUBJECT: CIA Women

25X1

[Redacted]

1. I know you share my thoughts on this but I just got hold of some statistics on women in senior grades in the Agency which, after being appalled by them, I am embarrassed. Of the [Redacted] SIS employees, only [Redacted] are women. Of [Redacted] GS-15s, only [Redacted] are women, i.e., [Redacted]. What I find unacceptable is the fact that of the total Agency population, [Redacted] are women; of the professional population, [Redacted] are women; and of the technical profession, [Redacted] are women--yet so few women are senior grades.

25X1

25X1

25X1

25X1

25X1

2. I would like you to scratch your head and those of the Deputies to see what immediate remedial action can be taken to address this woeful imbalance.

25X1

[Redacted]

25X1

John N. McMahon

DCI
EXEC
REG

P-100
XF L-205A